

# **Appendix E**

## **Planning for Action**

# Program Planning Worksheet

You may find this **Program Plan Worksheet** useful as a tool for brainstorming objectives, approaches, activities, and tasks to develop your program plan.

**Title of Program:**

**Program Goal:** (to increase the number of women who have healthy babies or to reduce the number of women with pregnancies affected by an NTD)

**Objective:**

**Approach:**

**Activity:**

**Task:**

**Evaluation:**

**Evaluations** (including audience research, message and material testing, program monitoring and outcome assessment):

**Partners:**

**Resources Available** (e.g., spokes people, technology, time, money, staff):

**Primary Target Audiences** (in priority order include age, gender, ethnic group, and other pertinent lifestyle and behavioral characteristics):

**Secondary Target Audiences** (in priority order):

**Strategies For Each Target Audience:**

**Messages/Materials/Channels:**

**Key Dates** (e.g., March of Dimes Walk America Day):

**Potential Problems** (e.g., scheduling conflicts, clearances, policies and approvals you and other staff must address):

**Resources Required:** (e.g., staff, art shop, computer time):

**Estimated costs** (refer to budget examples following in this section of the appendices):

## Blank Charts to Outline Activities/Tasks

Objective:

Approach:

Activity/Task:

### Activity/Task Preparation Efforts

Preparation Efforts	Person Responsible	Estimated Staff and Time Required	Funds Required	Date Completed

**Activity/Task Implementation Efforts**

Implementation Efforts	Person Responsible	Estimated Staff and Time Required	Funds Required	Date Completed

**Activity/Task Evaluation Efforts**

<b>Evaluation Efforts</b>	<b>Person Responsible</b>	<b>Estimated Staff and Time Required</b>	<b>Funds Required</b>	<b>Date Completed</b>

## Camera-Ready Materials

Camera-ready materials are produced to make good quality photocopies. You can also adapt camera-ready materials for printing or photocopying with the help of someone with graphic art skills. The CDC will soon have tested camera-ready materials for you to order, use and adapt. Call (404) 498-3550 for more information.

- , Add your own organization's name, contact information, and logo.
- , Combine the best parts of existing materials to make new materials. Cut and paste graphics from one source to accompany text from another.

All materials produced by the federal government are available for public use. That means that they are not copyrighted, so you can reproduce them without obtaining special permission. However, many other organizations do copyright their materials. You should be sure to check with them about any materials you would like to use. Some nonprofit organizations may permit you to reproduce materials they have already developed.

The following is information to help you with printing your own materials. Materials can be duplicated in two simple ways: photocopying and printing. Variables that affect the cost of printing:

- , **Quantity.** Unlike photocopying when the price stays the same per item, printing costs per unit go down as quantities go up. The more you print the more you save. For example, a black and white one-sided flyer might cost \$40 for 1000 copies (\$.04 per copy), \$53 for 2000 copies (\$.026 per copy), and \$85 for 4000 copies (\$.021 per copy).
- , **Printer.** Every printer charges differently. Printing quality can also vary. Get several cost estimates and discuss any special requirements you may have. Ask your co-workers or partners for their recommendations. When you're getting cost estimates from the printers, look at samples of their work and ask for references.
- , **Paper quality.** Once you've chosen a printer, ask to see paper samples in different weights, colors and finishes. If you can be flexible about the paper color, ask for paper at the end of a ream; paper left over from other printing jobs should cost you less money.
- , **Ink color.** Materials that require only one ink color will be the least expensive. For quantities under 10,000 copies, black ink will be the cheapest choice. Prices increase with each different color you add.
- , **Art work.** Printers charge more for materials with drawings or photographs than they do for materials with words alone.



## Finding Appropriate Methods for Your Budget

You can plan and carry out a successful folic acid campaign with either a small or large budget. Below are examples of two such programs:

The **Oklahoma State Department of Health** ran its campaign with a small budget of \$9,104.22. With limited funds, campaign workers produced a large number of communication materials--pamphlets, posters, and buttons. They also distributed grocery bags displaying folic acid information for no cost. They sought in-kind services and partnered with a private corporation which donated labor and materials at no cost.

<b>Mother's Day posters</b>	3000 posters	\$768.00
<b>Mother's Day cards</b>	30,000 cards	\$1731.00
<b>Printing art work for buttons</b>	1000 buttons	\$126.24
<b>Button covers, backs, and assembly</b>	1000 buttons	\$300.00
<b>Pamphlets</b>	50,000 pamphlets	\$1750.00
<b>Neural tube defect fact sheet</b>	50,000 fact sheets	\$1690.00
<b>Grocery bag:</b>		Produced in-kind
<b>Art work</b>		Donated by food company
<b>Printing and distribution</b>		
<b>Two-part billboard art printing</b>	6 posters	\$748.98
<b>Posting of billboards (usage fee)</b>		
<b>Lawton</b>		\$160.00
<b>Oklahoma City</b>		\$150.00
<b>Tulsa</b>		\$130.00
<b>Pharmacy mailings</b>	approx. 1000	\$1250.00

The **Onondaga County Health Department (OCHD)** in New York had a much larger budget. Including in-kind support and financial donations, the OCHD spent \$112,038. With such a large amount of money and dedicated employees, Onondaga County was able carry out a wide variety of activities and target many different women. The varied nature of their campaign should give you many ideas for activities and their approximate expenses. Do remember to factor in local cost differences.

<b>Personnel</b>	<b>% Project</b>	<b>% Fringe</b>	<b>Funds Source</b>	<b>Total In-kind</b>
Commissioner	5%	\$1870	OCHD	\$7370
Deputy Commissioner	5%	\$1074	OCHD	\$4234
Family Planning, Dir.	5%	\$887	OCHD	\$3497
Health Promotion, Dir.	5%	\$887	OCHD	\$3497
Assistant to Commissioner	75%	\$9129	OCHD	\$35,979
Health Educator	10%	\$1050	OCHD	\$4140
Nutritionist	5%	\$646	OCHD	\$2546
Health Ed. Supervisor	20%	\$2434	OCHD	\$9594
Health Educator	5%	\$525	OCHD	\$2070
Health Educator	5%	\$525	OCHD	\$2070
Surveillance & Stats, Dir.	10%	\$1536	OCHD	\$6056
Research Tech.	5%	\$610	OCHD	\$2405
<b>Total = approx.</b>				<b>\$72,000</b>

<b>Communications</b>	<b>Source of Funds</b>	<b>Total</b>
Postage	Pharmaceutical Society, Onondaga County & OCHD	\$395
Telephone	OCHD	\$300
Fax	OCHD	\$200
<b>Total =</b>		<b>\$895</b>

<b>Supplies</b>	<b>Source of Funds</b>	<b>Total</b>
Paper	OCHD	\$150
Folders	Community General Hospital (CGH) Donation	\$50
Brochure Holders (80)	CGH Donation	\$100
Campaign Buttons (1000)	CGH Donation	\$800
Posters (1000)	CGH Donation	\$500
Fliers (100,000)	CGH Donation	\$4000
<b>Total =</b>		<b>\$5600</b>

<b>Media</b>	<b>Source of Funds</b>	<b>Total</b>
Warner/McKenna “Media Buyer” & total media campaign	CGH Donation	\$15,000

<b>Surveys</b>	<b>Source of Funds</b>	<b>Total</b>
Lunch for volunteers	OCHD	\$500
Parking for volunteers	OCHD	\$50
Phones	OCHD	\$800
Compensatory time for OCHD employees	OCHD	\$4000
<b>Total =</b>		<b>\$5350</b>

**TOTAL COST**

**\$112,038**

## Foundations For Grant Seekers

### Where can you read about grant-making foundations?

The **Foundation Center** at 79 5th Avenue, New York, New York, 10003-3766 (tel: (212) 620-4230; fax: (212) 691-1828; and e-mail: <http://fdncenter.org>) publishes and houses a library of sources listing grant-making foundations.

- , *The Foundation Directory* (and Supplement). Includes data on funders who hold assets of at least \$2 million or give \$200,000 or more in grants each year. Features grant descriptions, which should help guide your foundation search.
- , *The Foundation Directory Part 2* (and Supplement). Features information on mid-size foundations, those with assets between \$1 million and \$2 million or that give \$50,000 to \$200,000 in grants annually. Includes grant descriptions.
- , *The Foundation 1000*. Profiles the 1000 wealthiest foundations, with details about geographic regions and subject areas.
- , *National Directory of Corporate Giving*. Provides information on more than 2700 grant-making corporations to help you determine their giving interests.
- , *The Foundation Grants Index*. Includes grants of more than \$10,000. Details grant makers by field and geographic area.
- , Numerous **Web Sites** that assist foundation and grant searches. Many of these web sites also teach necessary skills (such as proposal writing), offer training (both on-line and on-site registration), and furnish examples of common application forms, budget forms, and requirements for proposals.
- , **Office of Minority Health Resource Center** (<http://www.omhrc.gov/welcome.htm>). Includes a database of funding and grant resources to help support minority health projects.
- , **MedWeb** (<http://www.gen.emory.edu/medweb/medweb.grants.html>). Lists links to funding opportunities and grant-seeking and grant-writing resources.
- , **Grantsmanship Center** (<http://www.tgci.com>).
- , **The Foundation Center** (<http://fdncenter.org/>).
- , **Philanthropy Journal Online** (<http://philanthropy-journal.org/>).
- , **Internet Nonprofit Center** (<http://nonprofits.org/>).

## How should you approach grant-making foundations?

Many resources exist to guide this process, a number of which can be found on the Internet at some of the addresses listed previously. The Foundation Center Web Site details on-line training classes, as well as on-site training. The following is a brief reference list:

Carlson, Mim. *Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing, and Writing Successful Proposals*. San Francisco, CA: Jossey-Bass Publishers.

Fey, Don. *The Complete Book of Fund-Raising Writing*. Garden City, NY: Hoke Communications.

Hall, Mary. *Getting Funded: A Complete Guide to Proposal Writing*. 3rd ed. Portland, OR: Continuing Education Publications.

Lansdowne, David. *The Relentlessly Practical Guide to Raising Serious Money*. Medfield, MA: Emerson & Church, 1997.

*Locating Funds for Health Promotion Projects*. Washington, DC: Office of Disease Prevention and Health Promotion, U. S. Department of Health and Human Services, 1984.

Miner, Lynn E; Griffith, Terry. *Proposal Planning and Writing*. Phoenix, AZ: Oryx Press.

Robinson, Andy. *Grassroots Grants: An Activist's Guide to Proposal Writing*. Berkeley, CA: Chardon Press, 1996.

## **What are some basic strategies and tips to guide your grant search?**

1. DO YOUR RESEARCH to determine whether the foundations' and corporations' goals and objectives for grant making are consistent with your type of grant request.
2. After you do your research, contact the grant maker to verify its specific grant-making guidelines.
3. Include a cover letter with each proposal that introduces your organization and your proposal, as well as makes a strategic link between your proposal and the funder's mission and grant-making interests.
4. Type and single-space all proposals.
5. Answer all the questions in the order listed.
6. Submit the number of copies each grant maker requests according to its guidelines.
7. Do not include any materials other than those specifically requested.
8. Do not exceed any set page limits.

If you are sending a direct-mail fund-raising appeal, you should know that according to some people, 25% of all mail is never read. What can you do to ensure that *your* envelope is opened? You can make your envelope stand out from junk-mail by hand writing the address and using a real postage stamp. As an alternative, you can use laser-personalized envelopes that look typed, with a meter-postage impression.